



MANAGING A SATELLITE INNOVATION SPACE

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GLOSSARY

EC	European Commission
EU	European Union
HR	Handlungsraum der Stadtentwicklung / Urban Development Action Area
IHRK	Integriertes Handlungsraumkonzept / Integrated Urban Development Plan
ISEK	Integriertes Stadtteilentwicklungskonzept / Integrated Urban Regeneration Implementation Plan
LBK	Lokalbaukommission / Local Construction Commission
M	Project Implementation Month
NEB	New European Bauhaus
NEBourhoods	Creating NEBourhoods Together
NGO	Non-Governmental Organisation
NPL	Munich Neuperlach
OA	Open Access
T	Task
WP	Work Package
Organisation Name (Consortium)	
AGM	Architekturgalerie München e.V.
BYF	Bayerische Forschungsallianz GmbH / Bavarian Research Alliance GmbH
GC	Green City e.V.
HM	HM Hochschule München University of Applied Sciences
HM:UniverCity	HM Innovationsnetzwerk / HM Innovation Network
MGS	MGS Münchener Gesellschaft für Stadterneuerung GmbH
MS	UnternehmerTUM MakerSpace GmbH
MUC	Landeshauptstadt München / City of Munich
MUC CCI	Kompetenzteam Kultur- und Kreativwirtschaft / Team of Excellence for the Cultural and Creative Industries
MUC LED	Referat für Arbeit und Wirtschaft / Department of Labor and Economic Development
MUC PLAN	Referat für Stadtplanung und Bauordnung / Department of Urban Planning and Building Regulations
SCE	Strascheg Center for Entrepreneurship
STR	Str.ucture GmbH
SAAD	Studio Animal-Aided Design GmbH
SSR	Studio Stadt Region Forster Kurz Architekten und Stadtplaner Partg Mbb
TUM	Technische Universität München / Technical University of Munich
UTUM	UnternehmerTUM GmbH
Organisation Name (in Cooperation with)	
MER	Münchner Ernährungsrat e.V.
MIN	Münchner Initiative Nachhaltigkeit
OTH	Ostbayerische Technische Hochschule Regensburg
Organisation Name (Associated Partners)	
BDA	Bund Deutscher Architektinnen und Architekten e.V.
BDA-By	Bund Deutscher Architektinnen und Architekten Bayern e.V.
ByAK	Bayerische Architektenkammer, Körperschaft des öffentlichen Rechts / BAK – Federal Chamber of German Architects
BYD	Bayern Design GmbH

1. INTRODUCTION

1.1 OVERVIEW OF THE PROJECT

“Creating NEBOurhoods Together” is one of the six lighthouse demonstrators of the New European Bauhaus funded by the EU to address the great challenges of climate, environment, and health. The aim is to collaborate on the European Green deal to create more sustainable, inclusive, and beautiful living environments across the EU. In Munich-Neuperlach (NPL), one of Europe's largest post-war urban expansion areas, NEBOurhoods is collaborating with citizens and stakeholders from culture, science, and business to implement ten actions from all fields of urban development, encompassing circular construction and redesign of residential and commercial buildings, innovative forms of mobility and energy communities, biodiversity and green space concepts and nutrition and youth culture. Encouragement of entrepreneurial thinking and action and practical implementation in co-creative processes support the formation of sustainable neighbourhoods in liveable, inclusive, and beautiful cities of the future.

Combining co-creation and entrepreneurship while placing culture and creativity at the core of the transformation process, the project will deliver accessible and empowering solutions to make the EU Green Deal beneficial for all in NPL and beyond. The district will be carefully cultivated into a resilient urban innovation landscape. Within two years, we will create NEBOurhoods together and show how we can realise circular thinking and acting in society and the economy, activate the green transformation in building, mobility, energy, food and health and enhance public spaces.

1.2 OBJECTIVE OF THE TASK

The project Grant Agreement specifies the task as “T3.3 Innovation Space – a satellite of the Munich Urban Colab”. The objective of the task was to set up an entrepreneurial environment in the shaere building in NPL – a large office building with interim use for various initiatives, very much in line with the objectives of the project. The environment should provide an innovation space with a co-working area for start-up teams, an open-access showroom, an event area, meeting rooms, and a project office. The showroom was intended to present prototypes and products created in the project’s Entrepreneurship formats or by connected start-ups. Co-creation workshops with people from NPL were to take place as well as events. To ensure synergies, events and activities were to be aligned with the shaere operators. However, adjustments had to be made regarding the location, which we explain below.

1.3 TASK TEAM

The task was led by UnternehmerTUM (UTUM) and supported mainly by the Department of Urban Planning and Building Regulations of the City of Munich (MUC PLAN) and by the Architekturgalerie München e.V. (AGM). The UTUM core team was led by Silvia Dell'Olio who was also responsible for Work Package (WP) 3 “Entrepreneurship” as a whole. Part of the UTUM core team were Christina Wiessner and Julia-Sophie Jahn.

The establishment and successful operation of the innovation space would not have been possible without the close collaboration and support of the entire NEBourhoods consortium, especially the following partners:

Tina Zoch from Münchener Gesellschaft für Stadterneuerung GmbH (MGS) supported the search for and evaluation of possible premises in NPL for the Innovation Space. Nicola Borgmann from the AGM supported the search for and evaluation of possible pavilion buildings and established contact with the founder of WeOn GmbH, who designed and ultimately realised the pavilion in NPL. Regarding the development and approval process for the pavilion, the UTUM core team cooperated especially with the project coordinator Sylvia Pintarits and Silke Aschenbrenner at MUC PLAN.

Finally, the Transition Hub team led by Christina Schepper-Bonnet from the Team of Excellence for the Cultural and Creative Industries at the City of Munich (MUC CCI) and Michael Dross from the HM Innovation Network (HM:UniverCity) has actively contributed to making the pavilion a lively place that is used by the population of NPL.

1.4 OBJECTIVE OF THE DELIVERABLE

This deliverable aims to document the insights, challenges, and lessons learned from the process of managing a satellite innovation space outside the academic “innovation bubble”. It captures the experiences and key learnings from establishing and operating such an innovation space in Munich-Neuperlach, a district with distinct needs and characteristics compared to the Munich city centre where an innovation space like the Munich Urban Colab is embedded in an academic and corporate environment.

Through this report, we provide a comprehensive overview of the challenges faced, the adaptations made, and the innovative solutions implemented to create a functional and engaging innovation space. The goal is to share these insights and best practices, ensuring

that the knowledge gained can serve as a valuable resource for future projects and initiatives, both in NPL and elsewhere in a similar context.

2. THE CONCEPT OF THE SATELLITE INNOVATION SPACE

The initial vision for the satellite innovation space was to create a dynamic and entrepreneurial environment to foster innovation, collaboration, and community engagement. The goal was to mobilize the NPL community, including start-ups, local residents, entrepreneurs, and innovators, fostering collaboration and co-creation among a wide variety of stakeholders. The space was planned to serve as a central hub for networking and innovation, offering opportunities to showcase, collaborate, and share ideas that contribute to the sustainable transformation of the district. This way, the innovation space was intended to function as a satellite of the Munich Urban Colab in the Munich city centre, aligning with its mission of connectivity.

The Munich Urban Colab (<https://www.munich-urban-colab.de/en>) is a joint venture between the City of Munich and the innovation center UnternehmerTUM, providing a space for new forms of collaboration between stakeholders from the innovation network. At the Munich Urban Colab (see Figure 1), start-ups, established companies, academia, talents, and the City of Munich collaborate with citizens to develop and test innovative concepts for sustainable solutions to urban challenges.

In this context, the non-profit UnternehmerTUM GmbH provides the platform that supports founders and start-ups in developing solutions, realising products and bringing them to market maturity. For this purpose, UTUM offers a comprehensive range of services in the field of entrepreneurship education with workshops, training courses and lectures as well as start-up programmes that support teams in all phases from the initial idea to acceleration. One of UTUM's large MakerSpace workshops is also located in the Munich Urban Colab, facilitating the prototypical implementation of concepts.



Figure 1 The building of the Munich Urban Colab in Munich (image source: Munich Urban Colab)

With the satellite in NPL, we aimed to test and learn how a smaller version of such a space could be established in a district with a different target group — including people with different backgrounds and people with lower educational levels (non-academic) as in the Munich city centre. Together with the mobile MakerSpace in the immediate vicinity (T3.4 The Mobile MakerSpace), the Innovation Space should offer a low-threshold opportunity to raise awareness for entrepreneurship among citizens in NPL.

Key Elements of the Planned Satellite Innovation Space were:

- **Co-working Area:** A flexible workspace tailored for start-up teams to collaborate, innovate, and grow
- **Open-access Showroom:** A dedicated space to showcase tangible prototypes and products developed by participants of various entrepreneurship programmes and connected start-ups
- **Event Area and Meeting Rooms:** Versatile spaces for hosting a wide array of activities, including networking events, workshops, and meetings, aimed at fostering creativity and community involvement
- **Project Office:** A hub for project coordination and operations to ensure seamless integration of initiatives and activities

3. THE REALIZED SATELLITE INNOVATION SPACE

3.1. ORIGINALLY PLANNED LOCATION: SHAERE BUILDING

The original plan was to locate the satellite innovation space within the shaere building, the former Allianz building in NPL (see Figure 2). The shaere, managed by Community Kitchen Food GmbH (<https://community-kitchen.com>), was one of the largest German temporary use projects which started in 2021 and came to an end in October 2024. It was a large communal space where creatives, small entrepreneurs, and citizens could rent office spaces, exhibition and workshop rooms across two floors of the four-story office building. It hosted hundreds of visitors daily and offered a range of facilities, including a local café, workshops, a cinema, art studios, photo studios, and various cultural and educational events. The space served as a hub for entrepreneurship, culture, and collaboration, making it a good place to engage residents, local actors, and other visitors active in Neuperlach. It was obvious to us, that the shaere community would provide a great connection point with local associations, interested individuals, change-makers, and citizens for our project activities.

Thus, our original intention was to establish the innovation space in this building, utilizing over 250 square meters for a coworking area, project office, and showroom dedicated to project activities and prototype demonstrations. Given that Neuperlach has relatively few cafés, meeting places, and public spaces that foster creativity and entrepreneurship, the shaere building stood out as a great place for these activities, making it a fitting location for our planned innovation space.



Figure 2: The entrance of the shaere building in Neuperlach (image source: shaere)

However, when the project officially launched in October 2022, there was no longer connected space available in the shaere that would have met our requirements. Especially a ground floor presence would have been needed. Secondly, we realized that the size and vast layout of the building, with its numerous daily activities, could lead to the innovation space lacking the visibility and accessibility that we envisioned.

In addition, there was no possibility for the mobile MakerSpace, a container designed to provide citizens with access to modern tools like 3D printers and laser-cutting technology, to be set up in front of the shaere building, contrary to what had been planned. This would have meant that a key element of entrepreneurial sensitisation, which was always conceived in the context of the innovation space, would have been detached from it. As a result, we reconsidered the location to ensure it aligns better with the project's goals and provides the prominence and engagement required for success.

Nevertheless, we continued to utilize the shaere community space for hosting larger workshops and actively participated in their events. Also, we rented two office spaces within the shaere building, enabling us to maintain a strong connection to the local community. Thus, we continued the collaboration with the shaere through the duration of NEBourhoods, until the shaere closed its doors in October 2024, after the interim use was terminated by the owner of the premises.

3.2 NEW LOCATION: THE NEBOURHOODS PAVILION

3.2.1 Search for a Suitable Location

As the originally envisioned premises for our innovation space were unsuitable, we had to search for alternative locations in NPL. The contacts of the MGS district management team in NPL were very helpful here. Basically, a great openness to different options was essential, covering various spaces, including a store in a shopping mall, a vacant supermarket, as well as rooms in a cultural centre and next to the MGS district management office.

However, some of the locations we visited were not on the ground floor and were difficult to access, making them unsuitable. Thus, unfortunately, none of these locations met our requirements of size, visibility, infrastructure, and availability.

3.2.2 Refocusing the Search: The NEBOurhoods Pavilion

Since we had no success in finding a suitable and already existing space, we changed our approach and looked for ways to set up our own space. During our research, we evaluated tiny houses and container solutions until we came across the start-up WeOn GmbH (<https://www.weon.de/>) in April of 2023: A young start-up located in Bavaria near Augsburg, which was in the process of developing an innovative housing system for a more flexible and sustainable way of living. The wooden, foldable modules developed by WeOn can be transported as ISO containers and flexibly adapted to various usage requirements. Due to the stilt construction, only minimal structural interventions in the ground are necessary, thereby keeping sealing to a minimum (see Figure 3).

The use of modular construction techniques maximizes efficiency in the building and usage process of the pavilion, allowing for both time and cost savings. It was important to us that WeOn places great emphasis on aesthetic and intelligent building concepts that are both sustainable and circular, in line with the principles of the New European Bauhaus (NEB) Initiative. The founder of WeOn was about to begin production of his first prototype. Thus, the company's innovation and vision aligned perfectly with our mission to foster innovation within the district by bringing start-ups to NPL.

Although the pavilion did not meet all the criteria we were seeking, especially regarding the size, it aligned with the NEB values, had the potential to generate significant visibility,

ensured accessibility, and introduced a start-up presence to the neighbourhood. For these reasons, we decided to use the pavilion as our innovation space in the district of NPL.



Figure 3: Design for WeOn's first prototype (image source: WeOn GmbH)

The first prototype consisted of a module with an interior space of 43 square meters and an additional 45 square meters for a veranda. The stilts are integrated into the pavilion to protect the green space, while also considering a maximum ramp slope of 6% for accessibility. In addition, the pavilion comes with integrated clay heat insulation.

3.3.3 Site Selection for and Installation of the Pavilion

In the next step we needed a suitable location with good accessibility and visibility for the pavilion. The Theodor-Heuss-Platz in Neuperlach proved to be an ideal option, as we had already set up our MakerSpace container there (see Figure 4).

Since the MakerSpace plays a crucial role in fostering entrepreneurial awareness in the neighbourhood, it was a given for us from the very beginning to place both locations close to each other.



Figure 4: MakerSpace Container Workshop at the Theodor-Heuss-Platz in Neuperlach (image source: Patrik Thomas/ NEBourhoods)

The container was regularly open to the public, encouraging creativity and collaboration within the local community. This mobile unit belongs to the UnternehmerTUM MakerSpace GmbH, which is running two very large workshops — one at Munich Urban Colab and the other at the UTUM headquarter in Garching (<https://maker-space.de/>). These facilities offer entrepreneurs and start-ups the tools and equipment needed to develop MVPs and prototypes into finished products. We also awarded 50 scholarships to Neuperlach residents, offering them one year of free access to these larger workshops, including two machinery courses at no cost (D3.3 MakerSpace scholarship process).

The chosen central site offered excellent visibility, good accessibility, and proximity to the MakerSpace, which promoted interaction and utilization of the innovation space (see figure 5). It is located alongside the pathways and bicycle routes crossing the internal space of the huge housing estate “Wohnring” and in the immediate vicinity of a large shopping centre (PEP Neuperlach) as well as close to a school and kindergarten, a playground, a church and a well-established neighbourhood association (ZAK “Zusammen Aktiv in Neuperlach” e.V.).

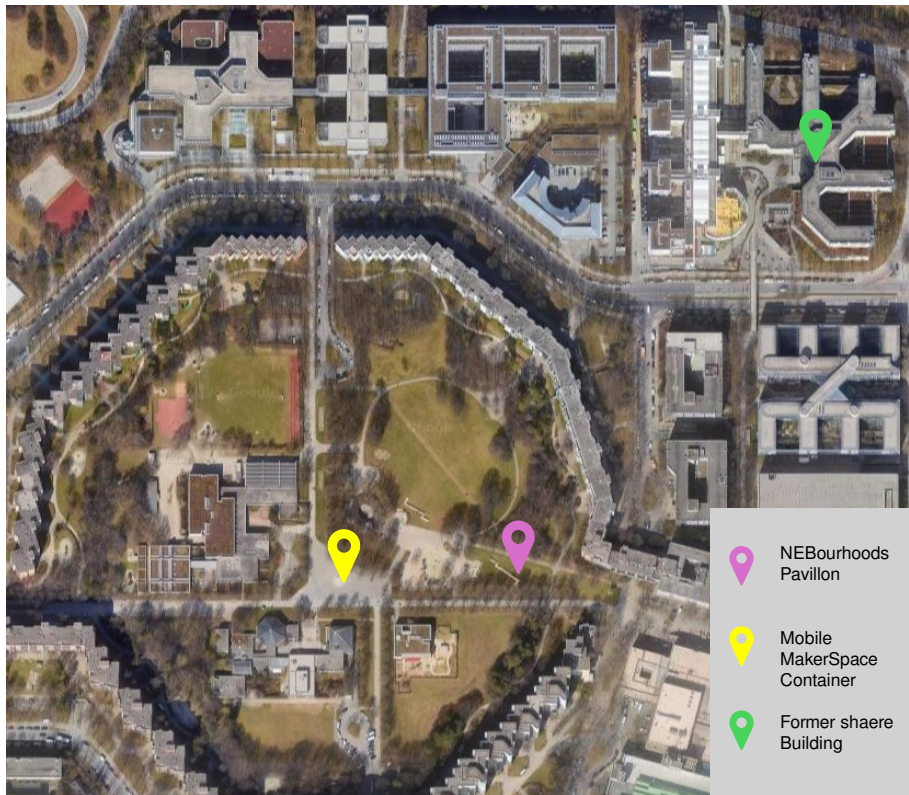


Figure 5: Map view of both installations at Neuperlach (image source: Google Maps)

After a thorough examination of the potential areas at Theodor-Heuss-Platz — including adherence to regulations such as the required distance from trees, unobstructed pathways or access points, and the pre-existing use of the site — we opted for an area that belongs to the same private owner as the property on which we set up the mobile MakerSpace.

To speed up the process, WeOn began to build the prototype already during the property owner's approval phase. At the same time, we approached the municipal Building Regulations Authority (Lokalbaukommission, LBK) to determine what type of permit was required for the size and use of the pavilion. Since a full application was needed the process took several months. Finally, the NEBourhoods Pavilion was installed and officially opened in December 2023 (see Figure 6).



Figure 6: Installation of the NEBourhoods Pavilion in Neuperlach (image source: WeOn GmbH)

3.3.4 Challenges in Implementing the Innovation Space on Site

Regarding the planning and realization of the innovation space, we encountered several challenges that led to a total delay of 12 months, until we were actually able to use the room on site. This enormous delay of one year, which was not foreseeable for us in advance, is of course disproportionate to a project duration of only 2.5 years. We summarise the reasons for the delay in the following:

- **Unavailability of the original location:** The originally planned space in an existing building was no longer available and not suitable for our need for visibility.
- **Search for an alternative space:** Finding a suitable room in another existing building in NPL proved to be difficult, as many available locations did not meet our requirements.
- **Site search and permits for a new building:** It was challenging to find a suitable location, obtain the consent of the property owners, and comply with municipal regulations.
- **Building Permit:** Since the pavilion exceeded the dimensions for "temporary structures" we needed to hand in a full building application. The application was complex.
- **Length of Process at the Local Building Regulations Authority (LBK):** Unexpectedly, this phase was the most time-consuming. It took four months to get the building permit.
- **Construction of a Prototype:** The construction of the Pavilion was delayed due to limited resources of the start-up WeOn and the first-time realization of the prototype.
- **Power and water supply during the setup period:** Since the only reasonably suitable location for the pavilion had no regular access to electricity or water, we had to make special arrangements for construction power and to get water access to water from a nearby location.

4. OPERATIONS OF THE INNOVATION SPACE

4.1 LOCATION AND FACILITIES

After its opening in December 2023, we rented the Pavilion from WeOn for the duration of NEBourhoods (see Figure 7). We took a liability insurance to cover any potential damage to the pavilion. To improve accessibility, a ramp was designed and installed retroactively. Trellises were installed to allow climbing plants to grow on the veranda.



Figure 7: NEBourhoods Pavilion in Neuperlach in Summer 2024 (image source: NEBourhoods)

The innovation space was equipped with several tables and chairs that can be used for co-working, workshops, and meetings (see Figure 8). Since the indoor space is relatively small, it was important for us to design the interior flexibly to allow for different room configurations. We borrowed tables and chairs from the Munich Urban Colab. The tables are small and partly wheeled, so they could be quickly and easily rearranged if additional space is needed. This also allowed us to easily move the furniture onto the surrounding veranda of the Pavilion or the lawn when the weather was nice, thus considerably increasing the usable area. In

addition, there was a screen, a projector, and a variety of creative materials available. There was also space for displaying prototypes, as well as the walls and large windows being used for posters — supporting communication about NEBourhoods and preventing vandalism.

The kitchen was equipped with a kettle, a microwave, a refrigerator, and a mini dishwasher. An association located nearby allowed us to use their premises to get water for the dishwasher and to use their restroom for a small monthly fee (the association ZAK "Zusammen Aktiv in Neuperlach" e.V.).



Figure 8: Furnished NEBourhoods Pavilion (image source: UTUM)

Due to the lack of a water connection, we received either rejections or excessively high quotes from cleaning companies. As a result, we had to try to keep the pavilion clean and tidy ourselves, which proved challenging, especially during winter or rainy weather.

When equipping the pavilion, we made sure that the items were borrowed where possible (such as the tables and chairs) or bought second-hand from social organisations as the Perlacher Herz in NPL or the Diakonia Second Hand Store (such as the crockery) in the interests of sustainability. Equipment was only purchased new if no borrowing or second-hand options were available.

After the rental agreement with WeOn GmbH ended, the borrowed items were returned and some of the purchased items were brought back to Perlacher Herz — but most of them were handed over to the newly founded association Das Kreativ 83 in Neuperlach (initiated after the shaere closed its doors). The founders of the association were already in close contact with the NEBourhoods project team and have been continuously involved in the project activities on site. The association pursues related goals, namely, to promote cross-generational neighbourhood interaction in the Neuperlach district, to convey the European idea and to offer activities in the fields of art, education, language and culture.

The pavilion itself will be removed after the permit for its installation expires in March 2025. The start-up WeOn has several options for reusing the flexible building in other locations, some of them in Munich. The minimally invasive construction on stilts ensures that the lawn will regenerate quickly after dismantling.

4.2 MANAGEMENT AND RULES

The successful operation of the NEBourhoods Pavilion required a well-coordinated management structure that facilitated daily activities and ensured the smooth functioning of the innovation space. Since it was originally planned that the Innovation Space would be set up in the shaere building, fewer personnel resources were allocated than ultimately needed. As the reception at shaere was open daily, an innovation space there would have been accessible most of the time. In contrast, the separate pavilion required more staff resources from the team to ensure accessibility for users. To ensure the pavilion was regularly accessible to the citizens of Neuperlach, we focused on an approach of internal collaboration and mutual support within the project.

4.2.1 Management Structure

The management of the NEBourhoods Pavilion was organized into three roles:

- 1) **Coordinator:** The coordinator of the NEBourhoods Pavilion from UTUM was responsible for the usage rules and related documentation. This team member oversaw the various events and activities in the pavilion and served as a point of contact for technical support as well as internal and external inquiries. The role involved pursuing the vision of the innovation space and perceiving the space as a venue for entrepreneurial innovation and collaborative development. The coordinator also served as the main contact for external stakeholders, facilitating collaboration with local organizations, start-ups, and community members.

- 2) **Supporting team member:** Throughout the project, we involved a supporting team member who was on-site every two weeks and served as a point of contact for interested citizens from NPL. This person provided information about the project and our activities, answered questions, and assisted with events. Furthermore, the supporting team member actively promoted the space as an innovation hub to showcase and highlight entrepreneurial prototypes and encouraged participation from residents, entrepreneurs, and creatives. The responsibilities also included checking the overall condition of the pavilion, restocking flyers and water, and ensuring order in the space.
- 3) **NEBourhoods Support:** Project team members from all WPs used the pavilion for co-creative workshops and events, as well as meetings and exhibitions. Each project team member organizing an event in the pavilion was also responsible for maintaining and organizing the space and served as a point of contact for questions related to the project or the innovation space during the stay on site.

Although we established a management structure and divided responsibilities, the use of the pavilion ultimately relied on mutual support and trust. Since the same people could not be present every day, we depended on everyone leaving the pavilion as they would like to find it and taking their trash and belongings with them after each use. Experience has shown that this does not work to a 100%. In the end, there needs to be someone responsible for tracking who uses the pavilion, when, what they bring, and who takes care of regular cleaning tasks.

4.2.2 Operational Guidelines

To ensure effective management of the space, we have developed a set of operational guidelines that include the following:

- **Booking and Scheduling:** A centralized calendar system, implemented on SharePoint, allowed internal users to book the NEBourhoods Pavilion in advance. This system promoted transparency and helped prevent scheduling conflicts. Newly added appointments always had to be confirmed by the coordinator before they could be used. However, this is only applicable to internal project staff. In cases of inquiries from external users, such as associations, they needed to be in contact with a project team member for booking the pavilion.
- **Key System:** We utilized a simple and straightforward key system, which consisted of a dual-code system and a key box, like what is found at some Airbnb properties. Users received the codes through the internal usage guidelines, a one-pager,

allowing them to independently access the pavilion. There would have been numerous other options, such as a smart lock that can be opened with a smartphone. However, as we could not assume that everyone in our target neighbourhood had a smartphone or could install an app for it, we chose a simpler solution.

Through this setup, we minimized the need for extensive communication while ensuring that everyone had access to the pavilion despite the staffing limitations.

5. UTILIZATION OF THE INNOVATION SPACE

We chose the pavilion of the start-up WeOn as our Innovation Space because we were convinced that its innovative design could help to foster an entrepreneurial culture among its users. With regular networking events, idea exchange sessions, and formal and informal meetings we aimed to enhance interaction and knowledge sharing between start-ups, entrepreneurs, and residents. By creating an inclusive atmosphere, the pavilion was set up to showcase innovation and co-creation, ultimately contributing to the sustainable transformation of the quarter.

5.1 COMMUNITY PERCEPTION

Right after the building was set up, it became apparent that the pavilion's prominent location drew significant attention from residents. However, questions frequently arose about what this space is all about. This emphasised the need for more information on the site, more frequent programming and increased availability.

To address this, we sought to extend the pavilion's operating hours by making it easily accessible and available for a variety of events and meetings. In addition, we implemented the following measures:

- **The newspaper dispenser** of the urban regeneration neighbourhood management was set up at the ramp leading to the pavilion, providing information material like flyers and newsletters about the pavilion, all NEBourhood events and participation opportunities, as well as other news about the neighbourhood.
- **A large panel** with the name of the pavilion was fixed.

- **An information board** was placed at the pavilion, providing detailed information about the project and the pavilion.
- **A feedback mailbox** was introduced for residents to leave their opinions or questions.
- **Regular opening hours** were introduced every week. This allowed residents who were not tracking the opening hours online or via the silent salesperson to stop by weekly for more information.

In addition to the communication measures on site, the municipal project team ensured information of the district committee and the urban regeneration project group. All events in the pavilion showed on our project website (www.nebourhoods.de) and Instagram including information about the current opening times there (WP6).

Overall, the pavilion has sparked interest and enthusiasm among the citizens. We often took the opportunity to talk to citizens using the veranda for their lunch break when the weather was nice. We received feedback from citizens and associations stating that it fits well with the neighbourhood, and we only rarely received negative feedback, primarily when people were generally not open to the project and thus did not feel to be 'on board'.

The pavilion thus fulfilled an important communication function for the project on site. We have laid the groundwork for this with the open, appealing and sustainable architecture of the pavilion and the choice of the well-frequented location.

5.2 USE AS A SPACE FOR INTERACTION AND CO-CREATION

Initially designed as a space for innovation and entrepreneurship, the Innovation Space evolved into a hub for interaction and co-creation. Its limited size made it challenging to accommodate our planned activities like co-working for start-ups and hosting the Hacking NPL programme. Nevertheless, the pavilion was used for many co-creative workshops of the living labs the Transition Hub team (WP2) facilitated and served also as an exhibition venue for prototypes, such as those of the NEB-Action Ecolopes (T4.2) or the Energy Communities (T5.3), which could be viewed during visits and workshops.

One main event of the Transition Hub team (WP2) in NPL was the NEBourhoods Boulevard in October 2024. There, the pavilion was a central location for communicating the project: the team presented the "NEBourhoods living room" (T4.5 Redesigning Housing Structures), the ECOLOPES façade (T4.2 Ecolopes) and the RESI and STEINI neighbourhood hubs (T5.2

Prototyping NEB-mobility solutions) to citizens. They made a cooking demonstration at the mobile kitchen of 'Neuperlach isst grün' (T5.4 Let's plan(t) a tasty NEWperlach) and showed films about the project at the Ciné Vélo Cité bicycle cinema.

In retrospect, our vision of sensitising the citizens of NPL to the world of start-ups through the innovation space was perhaps too ambitious in the short duration of the project. As the majority of the local target group is not familiar with the mindset and methods of innovation, a very small-step approach is required. However, we were flexible enough to adapt the use of the space to the circumstances. Follow-up projects should plan for this flexibility from the outset.

Nevertheless, there are good examples of how entrepreneurial sensitisation can work locally and what role a space like the NEBourhoods Pavilion can play in this. One of these examples is the NEB Action 'Energy Communities': In July 2024, NEBourhoods partner University of Technology Munich (TUM) founded 'Energy Communities Munich' as a cooperative (see Figure 9). The aim is to work together with the citizens of Neuperlach to promote the transformation of the local energy industry towards ecologically sustainable energy generation, supply and use as well as its economic utilisation.



Figure 9: Energy Community at the NEBourhoods Pavilion (image source: NEBourhoods/ TUM)

The pavilion served as a visible meeting point for the energy community. Events were also held there to raise public awareness of the possibilities of solar energy in a playful way. At an event in summer 2024, for example, we distributed ice cream to the residents, which we had cooled using solar energy with the help of the so-called solar bag from the NEB Action Energy Communities.

5.3 OVERVIEW OF EVENTS AT THE NEBOURHOODS PAVILION

5.3.1 Project Events

The NEBourhoods Pavilion hosted over **70 project events**, covering a wide range of activities. Besides our project management jour fixes and other internal meetings, these events included:

- **Official opening event** with the representatives of the founding partners of the project (MUC, TUM, UTUM), where we introduced the pavilion to the project team members and residents of NPL (January 2024).

- **Workshops on the New European Bauhaus Compass** to define how our activities aligned with the ambitions and where we can place more focus (February 2024).
- **Bridges between the Munich Urban Colab and Neuperlach:** A workshop organized by the Digital Hub Mobility (<https://mobility.unternehmertum.de/en>), an UTUM Initiative for Mobility innovations on "House Fleet: Private Car Sharing for the Neighbourhood". Also, a Workshop of UTUM's Academy for Innovators (<https://academy.unternehmertum.de/>) took place (March 2024).
- **Regular opening hours** for questions and information about the project, such as the "Monday Meet-Up" (WP3) and "Thursday Meet-Up" (WP2)
- **Co-creative workshops of the Living Labs**, including sessions with local associations and residents, such as the Ideation Session "AAD-Ecolopes-Tasty" and the design sprint for "Tasty NPL" cooking formats (WP2). These formats included discussions, research interviews, and prototype building.
- **Engagement in the Munich Health Days in Neuperlach**, featuring a workshop by the NEB Action initiative *Tasty Neuperlach* (T5.4), focusing on edible plants and sustainable living (April 2024).
- **Participation in the municipal Festival "EU for YOU(th)" in Neuperlach** with an information stand at the pavilion to provide details about the European elections (June 2024).
- **The NEBourhoods education programme Hacking NPL** organized multiple neighbourhood tours and engaged with the NEBourhoods Pavilion as an event place (T3.2).
- **The NEBourhoods Boulevard**, an infotainment promenade showcasing offers, newly created places and the variety of NEBourhoods activities and results for the residents of Neuperlach (all partners) (October 2024) (see D2.3 Prototypes).

5.3.2 Our Highlight: The visit of the President of the European Commission

A special event was the visit of the President of the European Commission, Ursula von der Leyen, on 13 September 2024. We welcomed her to the NEBourhoods pavilion in the heart of NPL as part of her stay in Munich (see Figure 10). The political level was represented by the deputy mayor of the City of Munich (MUC) and a member of the district committee. The

NEBourhoods founding partners (MUC, TUM, UTUM), responsible partners for various NEB activities together with students and residents of Neuperlach presented the entrepreneurial activities and the solutions developed by NEBourhoods. During the visit, the President emphasised the success of her New European Bauhaus initiative and the importance of projects like NEBourhoods.

Ursula von der Leyen expressed her enthusiasm for NEBourhoods and all NEB initiatives that have evolved, stating:

“We had this big idea for a New European Bauhaus – but the idea only works if it is enlivened from the ground up. It is overwhelming to me to see that this is actually happening”.

She had hoped that people would be swept up by the idea of making the Green Deal observable and palpable through the European NEB initiative. *“But it would never have been a feasible plan without the creativity of people who get involved and who are ready to follow this new road. People who want the way we build, the way in which we live together, to improve. I had hoped it would happen. But it is happening much more broadly than I would ever have thought possible.”*



Figure 10: Visit of the President of the European Commission at the NEBourhoods Pavilion in Neuperlach (image source: Michael Nagy/ Patrik Thomas/ NEBourhoods)

5.3.3 Utilization by the Community

In addition to our project events at the NEBourhoods Pavilion, the place was offered free of charge to the local community as a space for cultural and creative activities that benefited the neighbourhood in terms of the NEB. The pavilion was made available for meetings, gatherings, and workshops by associations, schools, and companies – though private events, such as birthday parties, were not permitted. This offering was communicated via our website, through the project group, in specialist working groups, and through the management team of the Urban Development Action Area (Handlungsraummanagement).

Various institutions made use of this offering several times, including:

- **A meeting of the Subcommittee on Environment, Health & Green Planning of the District Committee for Perlach-Ramersdorf**, addressing and discussing current topics
- **A chair-building workshop by Raumfragen e.V.**, involving children and young people
- **A meeting of the Social Affairs Working Group of REGSAM** (a network for local social work in Munich), to exchange views on services and challenges.

6. TAKE AWAYS

6.1 CHALLENGES ENCOUNTERED

The journey to establish and manage an Innovation Space as a satellite of the Munich Urban Colab in Neuperlach highlighted significant challenges:

- **Location Constraints:** As the share building was not initially available, alternative locations had to be scouted for a long time, which delayed progress. It proved difficult to find a suitable space that met the requirements. In the end, the NEBourhoods Pavilion did not meet all our requirements, especially the missing water supply was a big challenge.
- **Permitting and Installation:** The need for a full building permit for the pavilion added complexity and consumed significant time. Coordination with property owners and municipal authorities took additional time.

- **Prototype Deployment Challenges:** Choosing to use a prototype pavilion from a start-up introduced unique challenges. Being a first-of-its-kind product, several aspects of the pavilion did not work as planned and required adjustments or repairs. The limited experience of the start-up with large-scale implementations added to the delays.
- **Space Limitations:** The small size of the pavilion restricted its ability to host all planned entrepreneurial activities. Programs such as extended co-working sessions, larger-scale workshops, and certain innovation challenges like the Hacking NPL programme (D3.4-3.6) had to be adjusted or relocated to other facilities due to space constraints.
- **Resource Limitations:** Staffing constraints affected the pavilion's operational hours and limited the number of events and community engagements initially planned. Staff resources that were originally allocated to the content-related management of the Innovation Space had to be used for the approval process and operational issues.
- **Technical and Logistical Hurdles:** The remote location on the meadow lacked access to essential utilities like power and water, requiring temporary solutions that increased setup efforts.
- **Entrepreneurial Sensitization:** Our aim was to open the start-up world to all interested people on-site. Besides the mobile MakerSpace, the pavilion was also intended to inspire the local target group to act entrepreneurially. However, our resources were too limited for this very high ambition.

6.2 KEY LEARNINGS AND ADAPTATIONS

- To deal with the identified challenges, we made some adjustments throughout the project. We describe these necessary adjustments and the key learnings below.
- **Prototype as a Double-Edged Sword:** While working with a start-up's prototype created unforeseen difficulties, it also provided significant opportunities. Using the prototype aligned perfectly with NEBourhoods' mission to foster innovation within the district and provided the start-up with a testing ground. Timo Weil, Founder of WeOn GmbH, reflected this aspect as follows:

"The opportunity to test our first WeOn prototype on-site in Neuperlach as part of this

NEBourhoods testbed was a fantastic chance for us to bring our vision to life, further develop our product, and gain visibility on European level.”

- **Fully Equipped Facilities:** Even though we found solutions on site through the possibility of using neighbouring facilities, it is absolutely necessary for a structure like the Innovation Space to have a water supply in the space to clean it properly and make it suitable for people to stay in.
- **Flexibility in Planning:** The shift from share to the custom-built pavilion demonstrated the importance of adaptability. Although the new location required adjustments, it provided an opportunity to pilot innovative, sustainable architectural concepts in alignment with New European Bauhaus principles.
- **Community Engagement:** Effective communication and outreach efforts were crucial in addressing initial community curiosity and scepticism. Regular opening hours, public information boards, and co-creative workshops foster a sense of ownership among residents.
- **Reframing Entrepreneurship:** To effectively communicate the value of entrepreneurship to the community, we had to broaden our definition beyond innovation to bridge between technology and culture. We reframed entrepreneurship as the ability to create and change one’s surroundings for the better. This shift allowed us to engage residents more meaningfully, making entrepreneurship feel more relatable and empowering, regardless of technical expertise or business backgrounds.
- **Operational Efficiency:** Utilizing a centralized calendar and a simplified access system is crucial to such an innovative community hub. Also, collaboration within the NEBourhoods project team ensured that events and activities were supported.
- **Emerging Opportunities:** Although smaller than initially envisioned, the pavilion served as a versatile space for workshops, prototype exhibitions, and community events, demonstrating its potential as a co-creating and testing ground and community hub.

6.3 RECOMMENDATIONS FOR FUTURE INNOVATION SPACES OUTSIDE THE “INNOVATION BUBBLE”

In the following, we have derived some recommendations from our key learnings that can help future projects to better navigate challenges and maximize the impact of satellite innovation spaces in diverse urban contexts.

- **Early Site Securing:** Ensure potential locations are thoroughly vetted and secured early in the planning phase to avoid delays and disruptions. The construction of a new building, however small and flexible, is only worthwhile in the long term.
- **Understanding the Target Group:** Time should be taken in advance to thoroughly understand the needs, challenges, and characteristics of the local target group by incorporating the perspectives of various stakeholders. This will allow for the adaptation of offerings specifically to the residents, fostering greater engagement and sustainable change. Organise the offers in such a way that they do not require any special prior knowledge or qualifications and are accessible to all interested parties.
- **Community-Centric Planning:** Involve local stakeholders in the design and programming stages to create a space that aligns with the community’s needs and interests and to build a sense of ownership and connectedness. Ensure that the topics and content of the offers are related to people's everyday lives and offer them a concrete benefit.
- **Enhanced Visibility and Accessibility:** Select prominent, accessible locations to maximize community engagement and participation. The location should be easily reachable for the target group, ideally close to public transport, shopping centres or other frequented locations. Ensure that the room is accessible to people with disabilities to enable them to participate.
- **Communication:** Inform the neighbourhood about the innovation space and its offers through targeted public relations work, e.g. via local media, social networks or events. Work together with local organisations, associations, schools or companies to reach a wider audience and complement the offerings.
- **Resource Planning:** Allocate sufficient resources for staffing, utility connections, and ongoing maintenance to ensure smooth operations. Develop a long-term perspective for the operation of the innovation space in terms of sustainability.

- **Sensitisation for Entrepreneurship:** Define a target group-led vision of entrepreneurship, offer low-threshold access and count on a long-term process to reach the target group. Present inspiring success stories of founders, especially those from the region or with a similar background to that of the target group, to inspire the population to think and act entrepreneurially. Create a local connection to other low-threshold entrepreneurial sensitisation measures such as a MakerSpace.
- **Equipment:** In the spirit of circularity, furnish the space with borrowed or second-hand items if possible and make them available to social organisations in the neighbourhood after the project has ended. Also use the space to apply environmentally friendly examples from the project, such as planting greenery or a PV system directly on the building.

7. CONCLUSION

Managing a smaller satellite innovation space for entrepreneurial activities that is set up in a different district with a different target group on a much smaller scale presents unique challenges and opportunities.

As demonstrated in the NEBourhoods Pavilion, scaling down and adapting an innovation space for a new district often requires departing from the original vision to accommodate the specific needs of the new environment. This involves tailoring operations to address logistical constraints, meet community demands, and recognize that certain functionalities may not transfer seamlessly from larger, more centralized models. Nevertheless, these adjustments provide an opportunity to develop innovative and individual models that can be more sustainable and impactful within a specific locality, creating a space that fosters entrepreneurial “DIY” mindset and is accessible to its community.

The process of replicating an innovation space is not simply one of duplication but of reinvention. While the core objectives remain consistent — encouraging collaboration, fostering entrepreneurship, and driving innovation — the approach must be flexible, adapting to the unique characteristics of each location. This flexibility is key to achieving a balance between the original goals of the innovation space and the practical realities of smaller, more localized settings.

Reflecting on the experience of managing the NEBourhoods Pavilion, it becomes clear that successful satellite innovation spaces require a continuous process of adaptation. From site selection to community engagement and operational adjustments, each step must be considered carefully to align with both the broader project vision and the immediate needs of the district.

Looking ahead, there is great potential for scaling or relocating similar innovation spaces in other urban projects but always with the focus on the needs and challenges of the local target group. The lessons learned from this experience provide valuable insights for future endeavours. Recommendations for managing satellite spaces include ensuring early site selection, fostering community involvement, adopting flexible, scalable solutions that can respond to both resource constraints and varying local needs.

Through the course of the project, we learned that entrepreneurship could take on many forms. Rather than focusing solely on tech innovation and start-ups, we had to broaden the

definition to resonate with the local community. Entrepreneurship, within the context of NEBourhoods, came to mean the ability to create, innovate, and drive positive change in one's surroundings — whether through small-scale initiatives, community-led projects, or sustainable practices. This reframing allowed us to engage residents more effectively and communicate the value of entrepreneurship in terms that felt more tangible and relatable to their everyday lives.

To summarise, although we had to overcome unexpected challenges and adapt our original plans, we were able to show how a smaller, more adaptable innovation space can be implemented in a different than 'academic/entrepreneurship oriented' urban context. We learnt how to communicate the importance of entrepreneurship during the establishment and operation of the NEBourhoods pavilion.

In the future, the lessons learnt can serve as the basis for other impactful innovation spaces. By offering customised solutions, they can contribute to the transformation of local communities towards NEB-led growth.